

THE META-ANALYSIS OF A COMPARATIVE STUDY ON AGILE LEADERSHIP OF PRIVATE COMPANIES PERFORMANCE: A LEARNING LESSON FROM THE USA AND PAKISTAN

Dr. Samiuddin Shaikh^{*1}, Prof. Sanober Salman Shaikh², Ms. Maree Baloch Urooj³

^{*1}Assistant Professor, IBA University of Sindh Jamshoro.

²IBA University of Sindh

³Lecturer Commerce Government Nazareth Girls Degree College Hyderabad

^{*1}samiuddin@usindh.edu.pk, ²sanober.shaikh@usindh.edu.pk, ³balochuj@gmail.com

ABSTRACT

This research was aimed at comparative performance analysis of Agile Leadership practices in the merchandising industry and how economic context, available resources, and organizational culture can impact the outcomes of applying Agile leadership processes in the organization. The findings also show that Agile leadership can have a substantial beneficial effect on the level of organizational performance. Still, the extent of this influence is dependent on regional and market circumstances. It is found that where the resources and technological infrastructure are available in the advanced markets, Agile leadership best practices are in vogue and help to promote ongoing innovation, adaptiveness, and people collaboration. On the other hand, in emerging market contexts that are thinly endowed methodologically and economically and face higher levels of economic fluctuations, Agile has to be customized because of some problems, including deficiency of resources and shifting market environment. The study also points out that, to facilitate Agile leadership, there should be more of a decentralized, open structure and not a hierarchical one. The results of the research study indicate that optimization of the possibility of Agile leadership can be achieved through contextual practices. It is suggested that the subsequent studies look at the relationship between the above-mentioned contextual factors and Agile principles and perform cross-sectionals within and between industries and geographical locations to understand better the longer-term impacts and implementation of Agile leadership in various environments

INTRODUCTION

Agile Leadership is a critical tool for enhancing organizational performance, especially in the current dynamic world. This differs from conventional leadership practices since Agile Leadership allows organizations to react quickly to dynamics in the marketplace and advancements in technology, achieved through ongoing feedback and consensus-based decision-making (Porkodi, 2024). This is because through creating an environment that adapts to change, the leaders who facilitate this approach enable teams, cut many

processes, and boost productivity. It has received a lot of attention because of its success in increasing performance based on the type of structure of different organizations (Malik et al., 2023). However, it has been demonstrated that the implementation of Agile Leadership depends on the existing contextual factors within a particular region or country. The current business environment suggests the need to investigate how the cultural climates of various countries and contexts affect the adoption and performance of

Agile frameworks. Despite the extensive literature on the usefulness of Agile Leadership, primarily in developed economies like the USA, more research is needed about the use of Agile Leadership in emerging economies like Pakistan. Consequently, a comparative analysis of these two countries is mandatory because they have significantly different economic systems, traditional approaches, and commercial behaviours (Khalid & Qureshi, 2020).

Understanding how Agile Leadership helps achieve extended Organizational Sustainability is best demonstrated through the USA, a globally recognized technology giant and an economic powerhouse. On the other hand, Pakistan looks like a developing country, and the conditions that exist in this country also affect leadership practices. However, although there is an increasing Amount of literature about Agile methodologies, there does not seem to be a systematic body of literature that directly compares all these different contexts globally in order to understand the role and the impact of Agile Leadership worldwide (Butt et al., 2021). This meta-analysis strives to fill this gap by bringing quantitative data from both countries and looking at the potential moderator of the Impact of Agile Leadership irrespective of the country's median income. The first research question for this meta-analysis is to assess and compare the effectiveness of Agile Leadership on private companies in the USA and Pakistan. This involves examining a range of organizational performance indicators, including innovation, productivity, employee engagement, and organizational financial performance, concerning adopting Agile Leadership practices (Ansari et al., 2024). Specifically, the study aims to:

- Assess the effectiveness of Agile Leadership in enhancing organizational performance in the USA and Pakistan.
- Identify the contextual factors that contribute to or inhibit the success of Agile practices in these regions.
- Draw lessons from the comparative analysis to inform leadership strategies in similar economic and cultural settings.

02: Literature Review

2.1: Agile Leadership

Agile Leadership is a set of methods characterized by flexibility, cooperation, and the ability to change, which is crucially important in a world that is rapidly developing at the present moment. Agile Leadership is based on the tenets that encourage the creation of supportive structures that allow teams to make decisions and adapt quickly to market conditions (Wang & Wu, 2024). Several methods used in Agile Leadership are iterative development, feedback, integration, and cross-organization emphasis; these can all be designed to improve the organization's performance and creativity. Emotional Intelligence is another element of Agile Leadership as it helps to compose the right team and, thus, achieve the project goals (Batool, 2020). Management and organizations using Agile methodologies give their employees the power of flexibility, allowing them to test and fail as quickly as possible to learn from their mistakes (Özgenel et al., 2022). In addition, while initially connected to various organizational structures, Agile Leadership has evolved to encompass people-centric structures that highlight interpersonal trust and team efficacy (Akkaya & Bagieńska, 2022).

2.2: Private Companies' Performance Metrics

The evaluation process for private companies is complex as it evaluates different measures of organizational performance, starting from the financial aspect, innovation, satisfaction levels of employees, and productivity. Organizational performance is associated with strategic orientation and operant resources, which are discussed in the works that analyzed data from Family businesses in Pakistan (Butt et al., 2021). Such indicators may also include revenues, sales growth, ROI, or others, as well as customer satisfaction rates. Metrics within Agile Leadership are likely to fulfil specific objectives, which include the project completion rate, organizational change implementation, and overall organizational flexibility. However, it is essential to realize that all these measures are correlated and may be moderated by knowledge management and team competence variables. The increased focus on innovation and emerging technologies often sets

against high levels of regulation across those sectors in high-performing organizations (Wang & Wu, 2024).

2.3: Comparative Studies on Agile Leadership

The literature review presents numerous works that compare different regions implementing Agile Leadership practices and their effectiveness and flexibility. For example, Khalid and Qureshi, while elaborating on the role and significance of public policy for technological innovation, also highlight major devastations from which emerging economy countries like Pakistan can learn from technologically advanced countries. Comparing the two, they found that agile methodologies are more compatible with developed countries' business environments owing to better infrastructure and laws being supported. On the other hand, developing countries experience some challenges concerning resource limits and the fact that organizations need to change faster. Another comparative study brings the gender comparison of Agile Leadership, thus concluding that women leaders perform better in forming highly trustworthy Agile teams (Akkaya, 2022). This insight is essential, especially with the increased adoption of gender-sensitive leadership approaches worldwide (Waseem et al., 2023). Another study regarding virtual enterprises in the context of COVID-19 supports an understanding of Agile Leadership in managing change and adaptation (Anthony Jnr & Abbas Petersen, 2021).

2.4: Contextual Differences

A consideration of the USA and Pakistan's economic, cultural, and organizational development demonstrates that this renewal type is more demanding and effective in these countries. The USA is one of the leading developed countries with a highly developed market economy and the overall technological support of Agile practice. Organizations in the USA enjoy high levels of innovation, legal frameworks that support change, and a general organizational culture that is open to change and risks (Khan et al., 2024). While India has a much more liberal business environment with fewer barriers and a higher percentage of fertile economic soil that is more open to innovation, Pakistan has a relatively scarce economy that is full

of obstacles and risks that prevent innovation. Other cultural theories that affect organizational leadership patterns include power distance and collectivism in Pakistan than in the flattened organizational structures of the USA (Papademetriou et al., 2023). Furthermore, organizational justice has an outstanding influence on Job satisfaction and general team performance in both countries. However, there may be variations in the effects due to cultural differences in societies (Özgenel et al., 2022).

2.5: Theoretical Framework

The theoretical foundation of this meta-analysis constructs different theories, including the Dynamic Capability Theory and Transformational Leadership Theory. According to the Dynamic Capability Theory, adaptive and innovative organizational processes dominate the ability to integrate and reconfigure organizational and external resources, primarily because the environment is evolving rapidly (Khan et al., 2024). This theory is helpful when trying to understand how Agile Leadership enhances an organization's dynamics and its ability to innovate. In transformational leadership theory, there exists another type of leadership known as contingent reward leadership, which is used to get the best from the employee and create an Agile perfect situation (Batoool, 2020). Furthermore, the list in terms of High-Performance Organisation (HPO) helps to determine what makes the vision of further Organizational success possible, as direction and operating resources. Therefore, in addition to this theory, this research employs the following paradigms to comparatively understand the effects of Agile Leadership on private organizations in the USA and Pakistan.

03: Methodology

This meta-analysis encompasses a systematic approach to assessing the effects of AL on private firms in the merchandising sector in the USA and Pakistan. Data sources comprise quantitative and qualitative information from six firms – three each from the chosen countries – determined by purposive sampling due to their application of Agile Leadership and association with merchandising.

3.1: Data Collection

Secondary data was gathered from articles, cases, reports, and surveys published from 2015 to 2024. Inclusion criteria focused on Agile Leadership frameworks and their impact on organizational change measures, including creativity, efficiency,

employee motivation, and organizational performance. Further data was obtained from public performance indicators, including annual reports and satisfaction rates among workers and customers in particular organizations and firms.

Table 01: Inclusion and Exclusion Criteria

| Inclusion | Exclusion |
|--|--|
| Studies that were conducted in the time period 2015-2024. | Studies not based on the merchandising sector. |
| Studies based on the private sector of the USA and Pakistan | Research not relevant to Agile Leadership |
| Research based on Agile Leadership frameworks and their impact on performance metrics (innovation, productivity, employee engagement, financial outcomes | Companies outside the USA and Pakistan |
| Peer-reviewed journals. | Papers from un recognized sources. |

3.2: Sampling and Contextualization

Three merchandising companies from the USA are famed for utilizing Agile frameworks, whereas the Pakistani organizations in our study include three merchandising companies conducting business within the limits of a developing country's paradigm. To facilitate comparisons of the situations that the CIOs of the IT companies faced, differences in organizational flexibility, the effects of regulation, and cultural factors were identified.

trustworthy comparison of the Agile Leadership practices in the two somewhat different economic and cultural environments.

3.3: Data Analysis

The meta-analysis combines quantitative outcomes of various investigations and presents measures in a standardized format. Performance indices that include innovation, productivity, engagement levels, and financial performances were compared using effect size to establish the extent of Agile Leadership's impact. Economic environment, organizational structure and cultural factors were included in the study as moderating variables. Superficial and relative effect sizes were computed using Cohen's d and regression tests within the two contexts. The research methodology applied for analyzing the collected data set was a thematic analysis of qualitative data on Patients' needs and motivation. The results of the thematic analysis indicated various contextual factors that may affect the Agile Leadership effectiveness. This comprehensive analysis can guarantee a

04: Results

The results are structured around key performance indicators (KPIs): innovation, productivity, employee engagement, and financial results. Cultural and economic factors are investigated to determine the extent of their impact on Agile Leadership practices.

4.1: Organizational Performance Metrics

The analysis indicated significant variations in Agile Leadership's effectiveness in Pakistan and the USA.

- **Innovation**

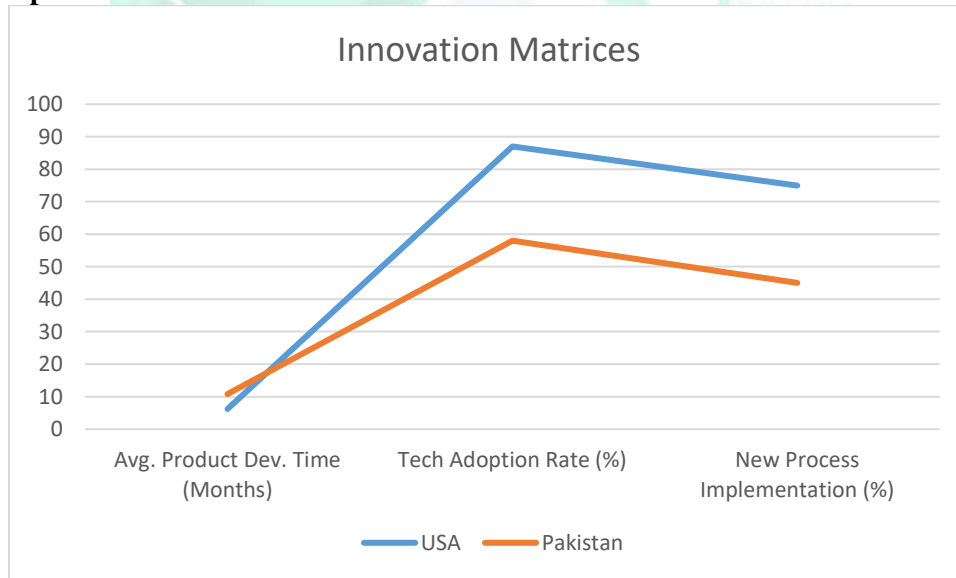
Innovation was evaluated based on several indicators based on which innovation performance was estimated, one of which was the rate of product development, which measures the intensity of developing new products or services. It also applied new procedures to show that the organization improves operational functions and fulfils market demands. Moreover, the case of adopting technology as a strategic measure is responsive to evaluate the organization's strategy to integrate the practical tools and system to achieve a competitive edge. Altogether, these suggested

values offered a holistic review of the innovative and flexible readiness of the organization.

Table 1: Innovation Metrics

| Country | Avg. Product Dev. Time (Months) | Tech Adoption Rate (%) | New Process Implementation (%) |
|----------|---------------------------------|------------------------|--------------------------------|
| USA | 6.2 | 87 | 75 |
| Pakistan | 10.8 | 58 | 45 |

Figure 1: Comparative Innovation Metrics



The USA consistently outperformed Pakistan across all innovation metrics. Due to superior infrastructure and fewer regulatory barriers, organizations in the USA demonstrated quicker technology adoption and a higher rate of new process implementation.

• **Productivity**

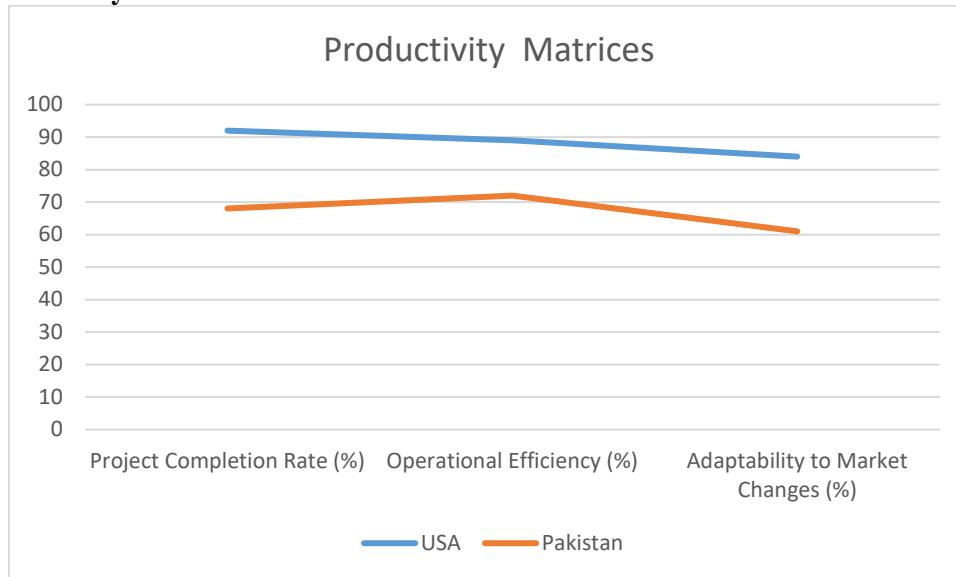
In the productivity aspect, measures of effectiveness were adopted to comprise a cross-sectional view of the organizational performance. The delivered project frequency was the major one as it measured the capacity of delivering the

projects on time as per the overall time schedule. The third was operational effectiveness, which equated performance to increased utilization of resources and effectiveness of processes in output increase. Furthermore, the organization's ability to adjust to changes in the marketplace was considered with a focus on the changes in customers' needs, competitors, and environmental factors. These two possibilities provided a set of sound measures that can be used to gauge productivity and specify critical problems that might exist in the organization.

Table 2: Productivity Metrics by Country

| Country | Project Completion Rate (%) | Operational efficiency (%) | Adaptability to Market Changes (%) |
|----------|-----------------------------|----------------------------|------------------------------------|
| USA | 92 | 89 | 84 |
| Pakistan | 68 | 72 | 61 |

Figure 2: Productivity Metrics



The USA had a demonstrable ratio of project completion and superior operational effectiveness. However, productivity in Pakistan rose only to a moderate standard in companies that evidently used Agile frameworks, which hold promises.

Employee Engagement

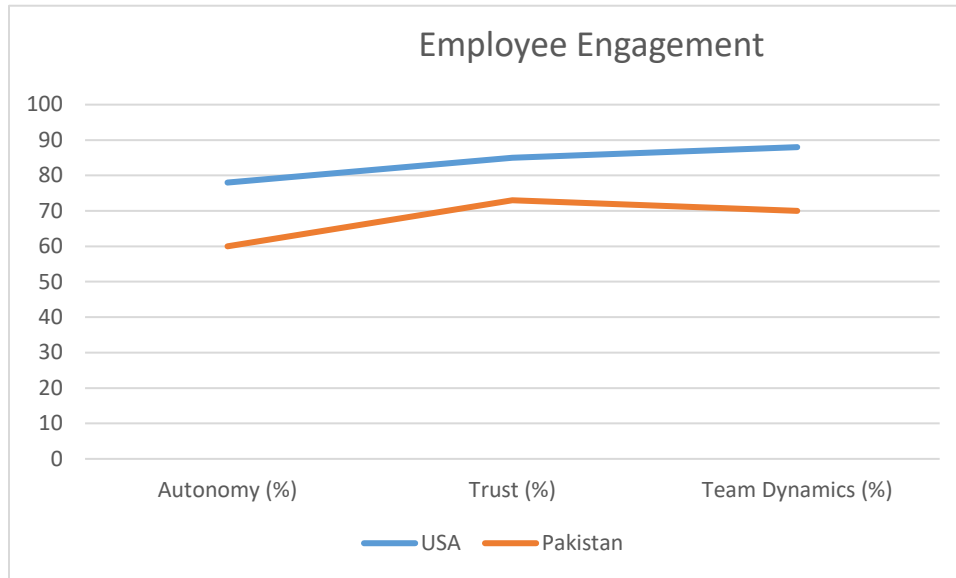
To develop an understanding of the level of morale and participation among employees, a formal Employee Engagement Survey and an analysis of satisfaction indices were conducted. Surveys were used to gather qualitative and quantitative data on

the employees' perceptions, while satisfaction indices gave a more formal way to assess particular engagement factors. The specific areas of concern were autonomy, which measured the extent to which employees are allowed to work on a task on their own; trust, which tested the confidence the employees have in the management or workers; and team, which tested the workers' ability to work in groups. These metrics provided a combined picture of the engagement and where improvements might be made.

Table 3: Employee Engagement Metrics by Country

| Country | Autonomy (%) | Trust (%) | Team Dynamics (%) |
|----------|--------------|-----------|-------------------|
| USA | 78 | 85 | 88 |
| Pakistan | 60 | 73 | 70 |

Figure 3: Employee Engagement Metrics



Higher levels of autonomy and trust reported in the USA were mainly attributed to the concepts of flattened structure. Such structures promote autonomous decision-making, whereby employees at different organizational levels act independently. The created environment encourages trust because the employee is trusted to work on creative solutions to contribute to the organization without too much micromanagement. Flattened organizations have many common working platforms that enhance the companies' interpersonal relationships between employees and leaders. However, organisational practices in Pakistan show a traditional hierarchical culture. These systems tend to emphasize clear lines of authority, with decision-making being centralized as a result, allowing little discretion for the employees. In such environments, the most crucial decisions remain the prerogative of leaders, while the staff is to adhere to norms and orders. This firm reliance on hierarchy can decrease the instances where the employee can use their independent decision, thus minimizing trust or ownership within an organization. In addition, the hierarchical structure also leads to weak information exchange and low interaction between individuals of different organizational rankings and thus supports the top-bottom paradigm. These cultural and

structural differences clearly show that the organization's design significantly influences the behaviour of its employees, the relational nature of the organization, and the level of autonomy and trust in each region.

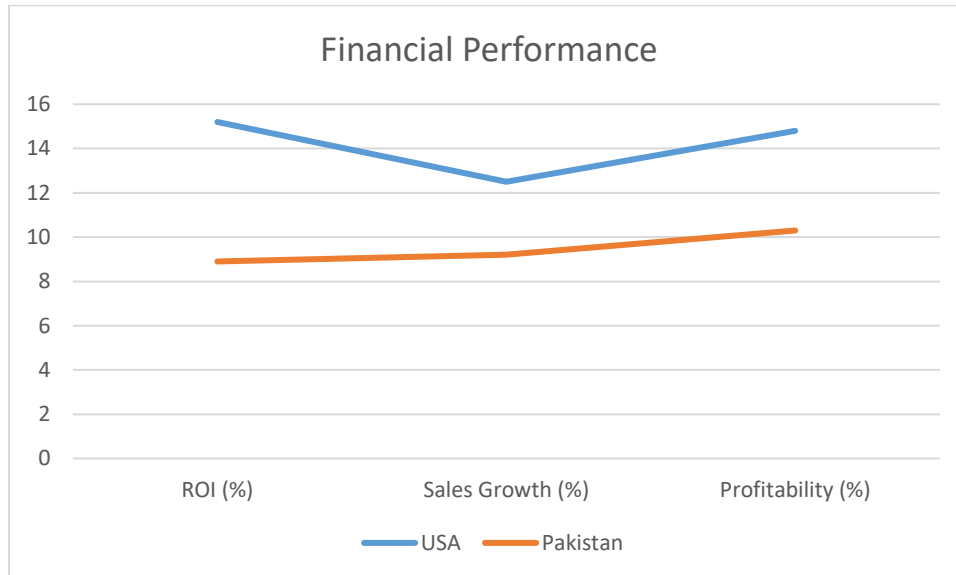
• Financial Performance

Three primary measures were used to evaluate financial performance to afford a holistic view of the success of organizations. Return on Investment (ROI) as the second sub-indicator evaluated the profitability ratio using capital whereby resources were transformed into profits. Sales increase was highlighted as the critical factor that showed competitiveness in the market for revenue generation acts as an essential measure of organizational performance in attracting and maintaining customers. Sustainability and cost analysis reflected the organization's capability to generate sustainable income and ensure profitability in terms of net profit and total earnings, among others. Altogether, these approaches provided a comprehensive measuring stick for performance, which allowed essentializing an understanding of financial vital signs and responding to the weaknesses and threats for current and future development.

Table 4: Financial Performance Metrics by Country

| Country | ROI (%) | Sales Growth (%) | Profitability (%) |
|----------|---------|------------------|-------------------|
| USA | 15.2 | 12.5 | 14.8 |
| Pakistan | 8.9 | 9.2 | 10.3 |

Figure 4: Financial Performance Metrics



Results indicated that the financial metrics showed that the effect of the integrated model of Agile Leadership was significantly more distinct in the USA, where the organizations are supposedly to be more capitalized and willing to take risks than their counterparts in the other countries. Hence, Agile Leadership, as being flexibility-oriented and capable of producing fast decisions and quick changes, is designed to blossom in environments enabling innovative and rapid changes. As in the USA, unlimited access to capital and a culture that embraces innovation and taking risks made it possible for organizations to utilize Agile methodologies not only to seize new opportunities but also to improve their operations and be ready to adapt rapidly to changes in the market environment. This led to increased business profitability, identifying new opportunities, and sustaining a competitive advantage. However, organizations situated in areas less endowed with capital or with lower risk appetite may find it challenging to adopt Agile Leadership to the optimal. Where decision-making that is more orderly and purposeful is required to fit these environments, the Agile techniques, which

encourage quick direction changes and speed, can be a drawback. Therefore, where remodelling agility remains an objective, Agile Leadership may increase functional efficiency and organizational adaptability but could impact market profitability in 'rigid structure' environments or where resources are scarce. This contrast shows how organizational performance, as measured in financial terms, and leadership performance may be highly contingent on the organizational environment, including the resources available and the attitude to and tolerance of risk

4.2: Contextual Factors

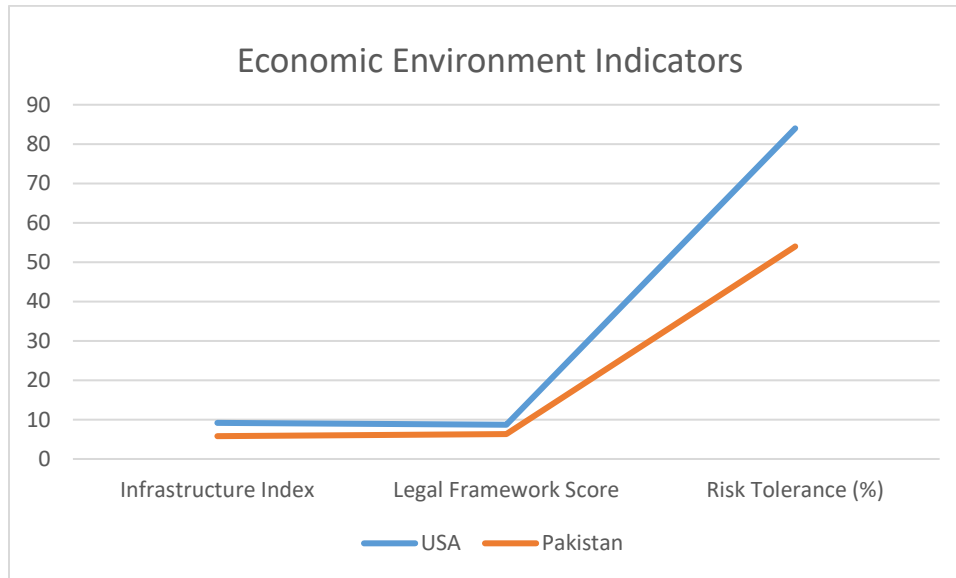
- Economic Environment

Economic conditions were operated as a control variable. Due to its modern economy, the USA proved to be a suitable environment for Agile Leadership practices because of its stable financial base and effective legislation. On the other hand, Pakistan had limitations like resource restriction, from regulatory issues to scarcity of higher risk appetite.

Table 5: Economic Environment Indicators

| Factor | USA | Pakistan |
|-----------------------|-----|----------|
| Infrastructure Index | 9.2 | 5.8 |
| Legal Framework Score | 8.7 | 6.3 |
| Risk Tolerance (%) | 84 | 54 |

Figure 05: Economic Environment Indicators



Cultural Differences

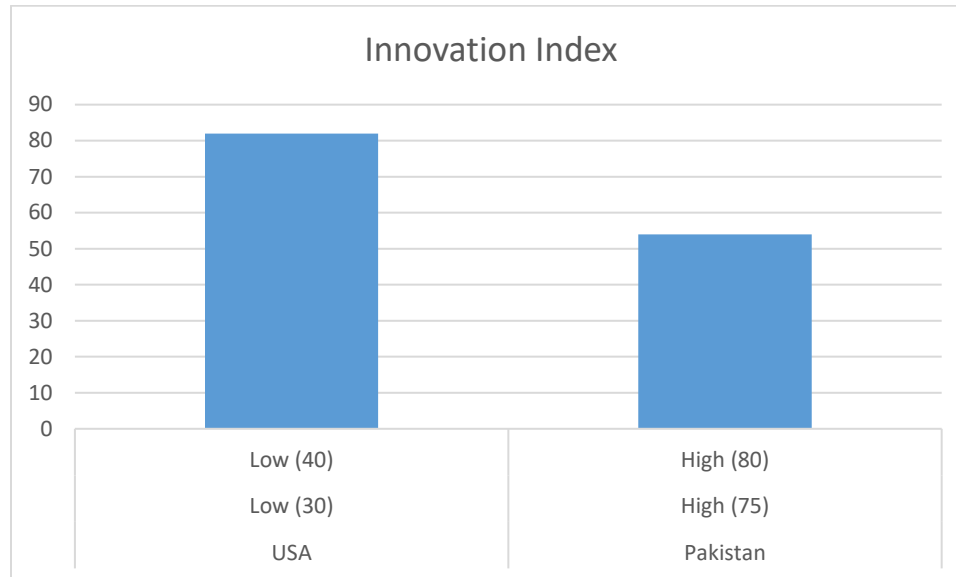
The USA has ranked 30 for power distance, implying that the Americans are much less selective of authority than people in Pakistan, which has ranked 75. On collectivism Index, USA is (40) and on the other hand Pakistan is (80) that is why USA is low collectiva compared to Pakistan because collectivism emphasize on the group

coherence and family relation instead of individual achievement. Lastly, the USA ranks 82 on the innovation index meaning that this country places much more focus on the concept of innovation and the progress of technology than Pakistan which scores 54, meaning that its processes of innovation are more conventional, or conservative.

Table 6: Cultural Dimensions

| Dimension | USA | Pakistan |
|------------------|----------|-----------|
| Power Distance | Low (30) | High (75) |
| Collectivism | Low (40) | High (80) |
| Innovation Index | 82 | 54 |

Figure 06: Innovation Index



4.3: Thematic Analysis of Qualitative Data

Data analysis of the qualitative data followed a thematic analysis approach to outline significant trends that characterize the context of the USA and Pakistan, specifically regarding Agile implementation. This is where one of the most significant trends was observed regarding the issue of flexibility. The US organizations remained more sensitive to market change signals, which was attributed to the fact that the change management was more strategic than the rest of the world. Within these organizations, efforts were put in place such that leaders encouraged adaptability and effective change management to support teams to respond to changes in the market environment, technology improvement, and customer needs. Such a proactive approach to change enabled the organizations to position themselves and capture new opportunities ahead of competitors, thus proving the highly effective change capacity necessary in complex environments.

On the other hand, it was found that there were issues in the context of Pakistan since Agile was practised with certain limitations of resources and organizational resistance. Extraordinary reliance on reinvestment of cash flows, technological deficiencies, and a relatively conservative management style prevented the complete adoption of Agile methodologies. Some organizations have tried to adopt Agile, but organizational engrainments and a pervasive

bureaucratic culture have fettered these efforts. This was a significant theme where people resisted change, which held back the coming of age of Agile practices and minimal growth.

The importance of change, and related processes were the other significant trends that emerged in the year under review: The empowerment of the teams, especially in the USA. General adoption of Agile practices in the organizations in America becomes a blessing as it emancipated teams to assume projects and decisions with more EI. These studies showed that people working in such conditions produced more cooperation and trust in the working environment for better interpersonal relationships and performance improvement. On the other hand, in Pakistan, centralization of decision-making reduced the level of employee independence and negatively influenced the teams' cohesiveness and productivity. These perceptions shift focus back to organizational culture, resources and leadership as crucial success factors of Agile frameworks.

4.4: Effect Size Analysis

Cohen D was adopted to find out the effect size of matrices. The significant effect sizes (>0.8, Finally, the analysis reveals that Agile Leadership has a considerable positive impact on organizational performance in the USA when the availability of resources, flexibility, and support for innovation are more noticeable. Implementing an agile system

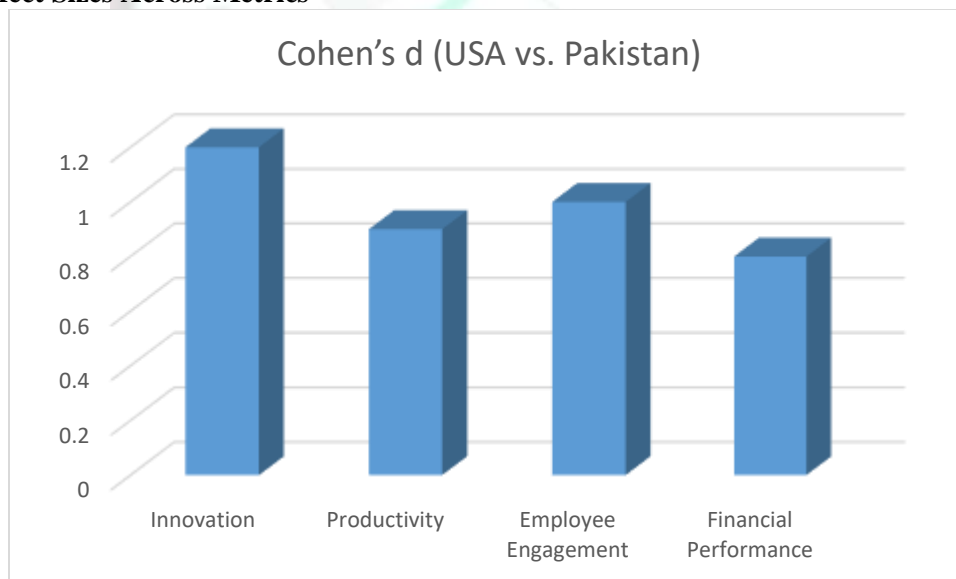
in the USA led to improved decision-making processes, increased delegation of authority of cross-functional teams, and increased ability to respond to changes in the marketplace, eventually leading to better profitability, productivity and efficiency. On the other hand, Pakistan showed

lower effect size, indicating that resources were a major constraint; the organizations' cultures of operating in a top-down hierarchical system and resistance to change ensured that Agile Leadership did not operate at total capacity to improve organizational performance.

Table 7: Effect Size Analysis

| Metric | Cohen's d (USA vs. Pakistan) |
|-----------------------|------------------------------|
| Innovation | 1.2 |
| Productivity | 0.9 |
| Employee Engagement | 1.0 |
| Financial Performance | 0.8 |

Figure 6: Effect Sizes Across Metrics



The quantitative research on Agile Leadership's performance on organizational performance throughout the USA and Pakistan clearly explains how this type of leadership affects numerous company performance indicators in different economic and cultural environments. The information gathered released important tendencies of innovation, productivity, employee engagement, and financial outcomes; it provides an understanding of the diverse performance of Agile approaches in these two dissimilar contexts. Here, in the USA, it is evident that infrastructure and a culture that is relatively receptive to change helped create a significant difference influenced by Agile Leadership in terms of encouraging innovation. U.S. organizations with a right of entry to superior technologies and resources could wade through

trial and error and further adapt from one formation to another in compliance with emerging consumer needs. Thus, the aspect of coca culture and tolerance of changes and risk has been identified as the most significant factor for innovation (Akkaya & Bagieńska, 2022). This is in contrast to the situation in Pakistan, where traditional methods, scarce methods, and slower rates of embracing technology discouraged innovation under Agile Leadership. However, there were slight innovation enhancements when Agile frameworks were implemented with enhanced resources and modification efforts in the Pakistan firms (Butt et al., 2021). It was revealed that the U.S. organizations were far more productive than the Pakistani organizations.

The USA, for example, in part, enjoyed a higher degree of operational efficiency arising from technology adoption and a workforce well-trained in the application of Agile methodologies (Ansari et al., 2024). Cross-functional teams, as well as the implementation of iterative work cycles and continuous improvements, boosted productivity. However, the comparison of productivity in the Pakistani market was also not worse than its interpretation because, by the use of limited aspects of Agile methods, it experienced moderate resource constraints, too. That is why its productivity can be higher, but it depends on how resources will be used, leaders will be trained, and organizational culture will be constructed for effective Agile change (Khalid, 2022). The effects of Agile Leadership on EE were even stronger in the USA than in the UK. The results showed that trust was high in the organizations, American organizational structures were decentralized and a marked tone of delegation was prevalent in the organizations. It was great to learn that most agile practices reported enhanced self-organizing capabilities, leading to improved team emotional Intelligence and relationships. The workers demonstrated higher Job satisfaction, one of the foremost essential engagement indicators (Batoool, 2020).

As for Pakistan, even though people there are more trustworthy than in India overall, the less decentralized environment restricts autonomy, so the level of engagement could have been higher. In organizations that tried to implement Agile, the participation of the workforce was mainly limited by traditionalist organizational cultures that operated at the management level and negated the autonomy essential to Agile frameworks (Khalid & Qureshi, 2020). The organizational ROI and profitability were substantial in the USA, where Agile Leadership was adopted. More financial leeway and desire for measured risks in the USA context meant that it experienced higher levels of profitability under Agile frameworks. Flexible development methodologies in the USA led to faster decisions being made, improved reaction to market changes and increased resource usage, resulting in monetary benefits (Akkaya, 2022). However, despite the relative enhancement of organizations' financial performances in Pakistan,

their performances still need to be revised by these general economic issues and shortages of resources. The use of Agile practices in Pakistan has started showing some effectiveness for ROI and profitability. Still, it could only impact part of the whole due to the slow pace of implementation and comparatively inferior economic environment. From this broad comparison, it is clear that the extent to which Agile Leadership has champions differs in the two countries. In the USA, Agile practices have brought positive improved performance at the organizational level primarily based on different factors such as innovation, productivity and finance. The three areas that have helped Agile leadership to thrive are a favorable economic environment, resources, and a culture of embracing change. Challenges like the capacity to innovate quickly, models of efficient work, and workers' involvement make it easier for U.S. companies to perform better and increase organizational effectiveness (Porkodi, 2024). On the other hand, the study of Agile Leadership in the context of Pakistan has remained more modest than that of the former. Perhaps there are minor signs of relief in other areas; for instance, productivity and innovation enhancement continually face factors like limited resources, culture, and organizational structures (Butt et al., 2021). Future work for Pakistani organizations is more than a structural adaptation of the Agile methodologies; it calls for a cultural change in the business organizations and Mali, increasing the availability of the resources meant for Agile practices. The moderate increases in productivity and the slower pace of innovation evident in Pakistan imply that Agile can offer enhancement. However, a more appropriate and resource-driven model is needed to be effective in this environment (Khan et al., 2024).

The analysis thus holds vital information for both practising managers on the practical implications of Agile and policymakers on how best to achieve Agile conditioning in specific contexts. In the USA, there is an expectation of continued investment in Agile leadership and growth of more resources to strengthen this competitive advantage where fast delivery is critical and quick adjustments must be made to respond to market changes. Cautious about the implementation of agility, it is suggested that organizations in

Pakistan focus on the welfare of resources, leadership, and culture change. This highlights that the policymakers have significant potential to create an understanding of Agile practice by promoting technology improvement and leadership capabilities that can accept change and foster collaboration (Özgenel et al., 2022).

05: Conclusion and Recommendations

This cross-country comparison has revealed that contextual factors define Agile Leadership's usefulness in the merchandising sector. These include economic conditions, resource availability, and organizational culture determining Agile leadership outcomes. That is why the given practices and related solutions can be prevalent in such countries; advanced markets are characterized by the availability of resources and a stable economic environment along with high levels of technology implementation and organizational preparedness. In contrast, emerging markets may not present adequate levels of these technologies and capital, as well as skilled labour, and therefore Agile leadership practices may have to be adjusted to match the local conditions of the market. Such contextual sensitivity can affect the rhythm of adoption, the degree of innovation and the success of Agile leadership in these regions. However, organizational culture was a key factor influencing the degree to which Agile leadership practices could be adopted. On the other hand, where an organization's culture is decentralized and open, Agile leadership will undoubtedly be adopted more efficiently, thereby driving better collaboration, flexibility and invention.

Future studies should focus on examining how significant contextual variables fit together with the principles of Agile leadership. For instance, further research could investigate how generalizable industry-related issues influence Agile leadership implementation and effectiveness. Studies could be made in other regions and sectors to gain a better perspective or analysis of the factors inherent in the situation. Longitudinal studies with regard to the conclusion and impact of Agile leadership on performance can provide knowledge on the flexibility of the Agile methods in the dynamic economic and cultural environment in the long run.

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